

State of Iowa - Return on Investment Program / IT Project Evaluation

SECTION 1: PROPOSAL

Tracking Number (For Project Office Use)

Project Name: Iowa Resource House Date: October 2, 2000

Agency Point of Contact for Project: Randy Clemenson

Agency Point of Contact Phone Number / E-mail: 281-5780 / clemenson@dhs.state.ia.us

Executive Sponsor (Agency Director or Designee) Signature: _____
Steve Mosena

Is this project necessary for compliance with a Federal standard, initiative, or statute? (If "Yes," cite specific requirement, attach copy of requirement, and explain in Proposal Summary) ☐ Yes ☒ No

Is this project required by State statute? (If "Yes," explain in Proposal Summary) ☒ Yes ☐ No

Does this project meet a health, safety or security requirement? (If "Yes," explain in Proposal Summary) ☒ Yes ☐ No

Is this project necessary for compliance with an enterprise technology standard? (If "Yes," explain in Proposal Summary) ☒ Yes ☐ No

Does this project contribute to meeting a strategic goal of government? (If "Yes," explain in Proposal Summary) ☒ Yes ☐ No

Is this a "research and development" project? (If "Yes," explain in Proposal Summary) ☐ Yes ☒ No

PROPOSAL SUMMARY:

In written detail, explain why the project is being undertaken and the results that are expected. This includes, but is not limited to, the following:

1. A pre-project (before implementation) and a post-project (after implementation) description of the system or process that will be impacted.

Response: Pre-Project Description

The Department of Human Services is currently operating under predominately a paper based system. To access information regarding services provided, citizens must either go to a DHS Office or call a DHS Office and have materials mailed.

The majority of individuals seeking information on DHS services are encountering a variety of life challenges. Limiting access to information by geography and/or office hours has a negative impact on this population's ability to access those services.

Response: Post-Project Description:

The Iowa Resource House is an electronic community service directory and intake system originally created in 1998 as one of fourteen Iowa Access Technology Projects. This internet-based directory can be accessed at no cost from any home or office computer. The Iowa Resource House's mission is to make it possible for all Iowa citizens to quickly and easily locate information about health care, child care, education, retirement, human services and social/recreational opportunities.

Today as we move toward a coordinated enterprise system of citizen access to State government, ITD (Information Technology Department) is taking on the administrative role for the Iowa Resource House. The Iowa Department of Public Health is going to incorporate a "New Baby" feature into the system. This will help parents with newborns gain access to community resources that they need to provide their children with a safe, healthy and nurturing environment. As an active partner in meeting the needs of the citizens in Iowa, the Department of Human Services (DHS) is proposing to take a greater and more proactive role in the Iowa Resource House.

This initiative embraces the concepts of citizenry access to Government and accountability. With the support of DHS, ITD and other state agencies the Resource House can become the internet portal to state services and information. The DHS Integrated Front-end, Data Warehouse and Iowa Resource House initiatives are first steps in an enterprise approach to become results brokers for the citizens of Iowa. All of these add up to a State that embraces technology to serve the needs of its citizens.

2. A summary of the extent to which the project provides tangible and intangible benefits to either Iowa citizens or to State government. Included would be such items as qualifying for additional matching funds, improving the quality of life, reducing the government hassle factor, providing enhanced services, improving work processes, complying with enterprise technology standards, meeting a strategic goal, avoiding the loss of matching funds, avoiding program penalties/sanctions or interest charges, avoiding risks to health/security/safety, complying with federal or state laws, etc.

Summary of Benefits:

The following list represents the benefits to the State of Iowa if we move forward with this initiative.

- Citizen empowerment to take an active role in resolving life issues and becoming more self-sufficient
- Stream lined service delivery.
- Integrated access to multiple state programs through this internet connection.
- Learning opportunities for Iowans.
- Access to the Department of Human Services' service listings.
- Access to information any time from anywhere.
- An opportunity to receive a 50/50 Federal match for project funding.
- Part of the overall plan to meet the requirements of HF2205; Total "E" by 2003.

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- A cooperative effort with ITD and other State agencies.
3. A summary that identifies the project stakeholders and how they are impacted by the project.

Summary of Stakeholders:

There are many situations and examples of how and where project stakeholders would be impacted by this project. The availability of information would be greatly simplified. Geographic barriers and formal office hours would become a non-factor for individuals attempting to access information. Below is a representative list of some of the stakeholders in this initiative.

- The Iowa Legislature.
- The client populations for the Department's various programs, we serve over 680,000 individuals daily.
- Potential clients (e.g. outreach to eligible non-participants).
- Other State agencies with related goals (e.g. CJJP, Iowa Workforce Development).
- Cooperating agencies of other states.
- County and city resource groups.
- Service providers (e.g. doctors, foster care providers)
- DHS employees.
- Judicial Court Systems.
- Iowa citizens.

SECTION 2: PROJECT PLAN

Individual project plans will vary depending upon the size and complexity of the project. A project plan includes the following information:

1. Agency Information

Project Executive Sponsor Responsibilities: Identify, in Section I, the executive who is the sponsor of the project. The sponsor must have the authority to ensure that adequate resources are available for the entire project, that there is commitment and support for the project, and that the organization will achieve successful project implementation.

Steve Mosena, Division Administrator for the Division of Data Management

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Organization Skills: Identify the skills that are necessary for successful project implementation. Identify which of these skills are available within the agency and the source(s) and acquisition plan for the skills that are lacking.

Listed below are the roles and responsibilities recommended for this Iowa Resource House initiative.

Project Manager (State Staff)

Any person who is directly responsible for the daily conduct of a project and for resolving issues.

Responsibilities:

- Defines and plans the project
- Has overall responsibility for the project
- Provides estimates of costs, benefits, schedules
- Obtain necessary deliverable approvals
- Produces/ensures production of deliverables
- Ensures appropriate staffing
- Coordinates activities of project participants
- Reports project status to management
- Ensures standards are adhered to

System Analysts and Developers (Contractors)

Person responsible for the definition and analysis of user requirements, the design of processes and the coding or integration of the data.

Responsibilities:

- Analyze requirements
- Assesses current system data
- **Helps determine the meaning of each data source**

- **Helps select appropriate data source fields**
- **Develops data specifications**
- **Writes the extract and transformation programs**

User Liaison (DHS Staff)

A person who is designated by a program and/or service area to represent that area in development and support activities. This person must know the user community and be familiar with how they use the data. The liaison must also have the authority to make on-the-spot decisions.

Responsibilities:

- Gathers requirements
- Helps with project planning, determining deliverables and establishes time frames
- Identifies data inconsistencies and processes to resolve the inconsistencies
- Provides definition of data
- Resolves issues between users
- Escalates business issues to business management
- Identifies priorities for implementation
- Performs acceptance testing

2. Project Information

Mission, Goals, Objectives: The project plan should clearly demonstrate that the project has developed from an idea to a detailed plan of action. The project plan must link the project to an agency's mission, goals, and objectives and define project objectives and how they will be reached. The project plan should include the following:

- A. **Expectations:** A description of the purpose or reason that the effort is being undertaken and the results that are anticipated.

The Department of Human Services touches the lives of over 680,000 Iowans daily. This project will help the department move toward the successful completion to two major goals. Both of these goals interact to make the lives of Iowans better.

The first goal is the departmental Action Plan. An aggressive undertaking to help ensure that Iowans are healthy, self-sufficient, stable and safe. Efforts to meet this goal require that DHS be results focused in practice and in the methods used to evaluate the work accomplished. The Resource House provides a mechanism for individuals and families to learn what is available through the agency and where to obtain those services.

The second goal is to meet the Governors vision and legislative mandate to become "Total 'E' by 2003". The Iowa Resource House is a state wide enterprise initiative to give the citizens of Iowa more access to their government. The Information technology Department operates and maintains this web solution. DHS will work in cooperation with ITD to load information onto this system so that all citizens of Iowa will have easy access to services 24 hours per day, 7 days per week. What is referred to as 24/7 access to their government.

- B. **Measures**: A description of the set of beliefs, tradeoffs and philosophies that govern the results of the project and their attainment. How is the project to be judged or valued? What criteria will be used to determine if the project is successful? What happens if the project fails?

The Iowa Resource House is a State wide enterprise initiative. This project is to load DHS information onto that system for the citizens of Iowa. The measure of success will be the number of individuals that actually use the system. If we have a low user rate the system will need to be evaluated and determine what modifications need to be made.

- C. **Environment**: Who will provide input (e.g., businesses, other agencies, citizens) into the development of the solution? Are others creating similar or related projects? Are there cooperation opportunities?

The purpose of this project is to provide the citizens of Iowa with as much information about the services and program requirements offered through DHS. All aspects of the organization will be involved in this project e.g. field, policy, administration. ITD is the administrator of the Iowa Resource House and will be involved in all aspects of this development to ensure that enterprise standards are maintained and where available resources and information can be shared with other agencies.

- D. **Project Management and Risk Mitigation**: A description of how you plan to manage the project budget, project scope, vendors, contracts and business process change (if applicable). Describe how you plan to mitigate project risk.

Part of the responsibility of managing a project must be to obtain an awareness of the potential risk that could occur prior to the onset of the project. Some of the potential risks that have been identified include the following:

- Availability of Information: Setbacks could occur due to the inability to obtain needed data sources, schemas and other technical and non-technical information.
- Data Concerns: Data concerns involve the extraction and transferring of data. Staff may be required to create programs to do these functions. Data and information must be clearly defined and appropriate.
- Lack of Executive Sponsorship: As with any project it is essential to have the full support of a the executive level.
- Data Standards: Data and information that is loaded on an enterprise system must conform to specific standards.

In order to avoid such risk, the following guidelines will be adopted as part of the project.

- Availability of staff, both MIS and users
- Full management support
- Proper equipment and training
- Realistic expectations – maintain scope of the project by having weekly status meetings and identifying and signing off on all phases
- Open lines of communication

- E. **Security / Data Integrity / Data Accuracy / Information Privacy:** A description of the security requirements of the project? How will these requirements be integrated into the project and tested. What measures will be taken to insure data integrity, data accuracy and information privacy?

Due to the sensitive nature of much of the data and information, security and confidentiality are very important considerations for this DHS project. All information will be evaluated for it's level confidentiality prior to being loaded on to the Resource House. Kip Peters from ITD who is the State wide expert on security and confidentiality will be consulted. All Federal and State regulations regarding confidentiality will be adhered to.

3. Current Technology Environment (Describe the following):

A. Software (Client Side / Server Side / Midrange / Mainframe)

- Application software
- Operating system software
- Interfaces to other systems: Identify important or major interfaces to internal and external systems

B. Hardware (Client Side / Server Side / Mid-range / Mainframe):

- Platform, operating system, storage and physical environmental requirements.
- Connectivity and Bandwidth: If applicable, describe logical and physical connectivity.
- Interfaces to other systems: Identify important or major interfaces to internal and external systems.

4. Proposed Environment (Describe the following):

A. Software (Client Side / Server side / Mid-range / Mainframe)

- Application software.
- Operating system software.
- Interfaces to other systems: Identify important or major interfaces to internal and external systems.
- General parameters if specific parameters are unknown or to be determined.

B. Hardware (Client Side / Server Side / Mid-range / Mainframe)

- Platform, operating system, storage and physical environmental requirements.
- Connectivity and Bandwidth: If applicable, describe logical and physical connectivity.
- Interfaces to other systems: Identify important or major interfaces to internal and external systems.
- General parameters if specific parameters are unknown or to be determined.

Data Elements: If the project creates a new database the project plan should include the specific software involved and a general description of the data elements.

N/A

Project Schedule: A schedule that includes: time lines, resources, tasks, checkpoints, deliverables and responsible parties.

The following timeline is a dynamic projection of events for this project. The resources available are described monetarily in section 3 but the greatest resource is the commitment of the department to meet the e-government needs of Iowa. The Division of Data Management will maintain responsibility and project management with the cooperation and assistance of ITD.

Time line:

July 1, 2001 – December 31, 2001

- Creation of a project team and identification of the project manager.

- Development of key contacts in the various divisions and areas of DHS to assist in this project.

- Analysis of information to determine privacy and confidentiality.

- Analysis and cleansing of data to meet the standards of the Iowa Resource House.

January 1, 2002 – June 30, 2002

- Continuation of analysis and cleansing of data.

- Development of programs to transfer data/information.

- Physically loading of data onto the Resource House.

- Monitoring of privacy and confidentiality issues.

The project manager will report to the management team monthly and more often if deemed necessary. The project team will have weekly project meetings. Written progress reports will be submitted to the Division Administrator weekly that provide an overview of progress.

SECTION 3: Return On Investment (ROI) Financial Analysis

Project Budget:

Provide the estimated project cost by expense category.

Personnel	\$	
Software	\$	90,000
Hardware	\$	27,280
Training	\$	
Facilities	\$	6,720
Professional Services	\$	840,000
Supplies	\$	2,000
Other (Specify)	\$	4,000
Total	\$	970,000

Project Funding:

Provide the estimated project cost by funding source.

State Funds	\$	485,000	50	% of total cost
Federal Funds	\$	485,000	50	% of total cost
Local Gov. Funds	\$			% of total cost
Private Funds	\$			% of total cost
Other Funds (Specify)	\$			% of total cost
Total Cost:	\$	970,000		% of total cost

How much of the cost would be incurred by your agency from normal operating budgets (staff, equipment, etc.)? \$ 0 0 %

How much of the cost would be paid by "requested IT project funding"? ... \$ 485,000 0 %

Provide the estimated project cost by fiscal year: FY 2002 \$ 970,000

FY 2003 * \$ 65,000

FY 2004 * \$ 65,000

* In FY 2003 and FY 2004 the costs are to maintain and update the information.

ROI Financial Worksheet Directions (Attach Written Detail as Requested):

Annual Pre-Project Cost -- Quantify, in written detail, all actual State government direct and indirect costs (personnel, support, equipment, etc.) associated with the activity, system or process prior to project implementation. This section should be completed only if State government costs are expected to be reduced as a result of project implementation.

Response: N/A

Annual Post-Project Cost -- Quantify, in written detail, all estimated State government direct and indirect costs associated with activity, system or process after project implementation. This section should be completed only if State government costs are expected to be reduced as a result of project implementation.

Response: N/A

State Government Benefit -- Subtract the total "Annual Post-Project Cost" from the total "Annual Pre-Project Cost." This section should be completed only if State government costs are expected to be reduced as a result of project implementation.

Response: N/A

Citizen Benefit -- Quantify, in written detail, the estimated annual value of the project to Iowa citizens. This includes the "hard cost" value of avoiding expenses (hidden taxes) related to conducting business with State government. These expenses may be of a personal or business nature. They could be related to transportation, the time expended on or waiting for the manual processing of governmental paperwork such as licenses or applications, taking time off work, mailing, or other similar expenses.

Response: Not Quantifiable

Opportunity Value/Risk or Loss Avoidance Benefit -- Quantify, in written detail, the estimated annual benefit to Iowa citizens or to State government. This could include such items as qualifying for additional matching funds, avoiding the loss of matching funds, avoiding program penalties/sanctions or interest charges, avoiding risks to health/security/safety, avoiding the consequences of not complying with State or federal laws, providing enhanced services, avoiding the consequences of not complying with enterprise technology standards, etc.

Response: DHS has 113 office across the State. Assuming that the availability of information via the internet will save a person in each office 5% of their work time, we calculate a total cost avoidance of \$295,450. This will allow these individuals to focus this time on client risk factors to better serve the customer's needs.

Total Annual Project Benefit -- Add the values of all annual benefit categories.

Response: See the ROI Financial Worksheet

Total Annual Project Cost -- Quantify, in written detail, the estimated annual new cost necessary to implement and maintain the project including consulting fees, equipment retirement, ongoing expenses (i.e. labor, etc.), other technology (hardware, software and development), and any other specifically identifiable project related expense. In general, to calculate the annual hardware cost, divide the hardware and associated costs by three (3), the useful life. In general, to calculate the annual software cost, divide the software and associated costs by four (4), the useful life. This may

require assigning consulting fees to hardware cost or to software cost. A different useful life may be used if it can be documented.

Response: ITD maintains the hardware for the Iowa Resource House. At this time no fee has been associated with maintaining departmental information on the Iowa Resource House.

Benefit / Cost Ratio – Divide the “Total Annual Project Benefit” by the “Total Annual Project Cost.” If the resulting figure is greater than one (1.00), then the annual project benefits exceed the annual project cost. If the resulting figure is less than one (1.00), then the annual project benefits are less than the annual project cost.

Response: See the ROI Financial Worksheet

ROI -- Subtract the “Total Annual Project Cost” from the “Total Annual Project Benefit” and divide by the amount of the project funds requested.

Response: See the ROI Financial Worksheet

Benefits Not Cost Related or Quantifiable -- List the project benefits and articulate, in written detail, why they (IT innovation, unique system application, utilization of new technology, hidden taxes, improving the quality of life, reducing the government hassle factor, meeting a strategic goal, etc.) are not cost related or quantifiable. Rate the importance of these benefits on a “1 – 10” basis, with “10” being of highest importance. Check the “Benefits Not Cost Related or Quantifiable” box in the applicable row.

Response:

10 Access to the Department of Human Services’ service listings via the internet.

Clients, potential clients and in general citizens of Iowa could access DHS information from any location at any time of the day or night. This potentially has a positive economic impact on these individuals but is not determinable at this point in time.

10 Part of an overall plan to meet the requirements of HF2205.

There are no monetary sanctions written into this legislation but is a priority of the Governor and the Department of Human Services.

10 An intergral part of the Department of Human Services’ Action Plan.

The Department of Human Services is undertaking a comprehensive plan to become results oriented, more accountable, and providing consistent quality services for citizens of Iowa. The Department wants Iowa citizens to have Healthy, Self-sufficient, Safe and Stable lives. Greater access to DHS promotes this initiative. Putting a dollar value on the Action Plan is not possible at this time.

9 Learning opportunities for Iowa citizens.

Enabling the citizens to have more convenient and easier access to information is an un-quantifiable learning activity.

ROI Financial Worksheet

Annual Pre-Project Cost - How You Perform The Function(s) Now

FTE Cost (salary plus benefits):	
Support Cost (i.e. office supplies, telephone, pagers, travel, etc.):	
Other Cost (expense items other than FTEs & support costs, i.e. indirect costs if applicable, etc.):	
A. Total Annual Pre-Project Cost:	N/A

Annual Post-Project Cost – How You Propose to Perform the Function(s)

FTE Cost:	
Support Cost (i.e. office supplies, telephone, pagers, travel, etc.):	
Other Cost (expense items other than FTEs & support costs, i.e. indirect costs if applicable, etc.):	
B. Total Annual Post-Project Cost:	N/A
State Government Benefit (= A-B):	N/A

Annual Benefit Summary

State Government Benefit:	
Citizen Benefit (including quantifiable “hidden taxes”):	
Opportunity Value and Risk/Loss Avoidance Benefit:	\$780,450
C. Total Annual Project Benefit:	\$780,450
D. Total Annual Project Cost:	\$485,000
Benefit / Cost Ratio (C / D):	<u>1.609</u>
ROI (C – D / Project Funds Requested):	<u>60.9</u> %

X Benefits Not Cost Related or Quantifiable (including non-quantifiable “hidden taxes”)